

Switch Framework

DIRECT THE RIDER



FIND THE BRIGHT SPOTS

Change is often difficult because you don't know what to change to. Rather than getting bogged down on True But Useless analysis, the Rider needs to replicate successes. Jerry Sternin solved problems of malnutrition in poor Vietnamese villages by looking at bright spot kids who ate brine shrimp and sweet potato greens. Bobby behaved better when his counselor analyzed the Exception of Mrs. Smith's class.

SCRIPT THE CRITICAL MOVES

People may look like they're "resisting change" when they actually have no clue how to change. To overcome decision paralysis by the Rider, the concrete advice in Food Rules beats the abstract advice of the Food Pyramid. A principal needed to explain what "being a presence on campus" meant for how an assistant principal should act at the Friday night football game.

POINT TO THE DESTINATION

Change is easier when you know where you're headed. A Teach for America teacher told first graders they could be third graders by the end of the year.

MOTIVATE THE ELEPHANT



FIND THE FEELING

You can't analyze your way into change. The Rider is outmatched by the Elephant, so it's best to help the Elephant feel excited about the change. The Glove Shrine helped motivate a large business to tackle its logistics problems.

SHRINK THE CHANGE

People are easily demoralized by big changes, so figure out some way to give the Elephant a feeling that it is making good progress. The 5-minute room rescue takes the dread out of housecleaning and giving drivers two stamps on their car wash card motivated them to complete their loyalty card.

GROW YOUR PEOPLE

Is there an identity you can appeal to that makes people feel strong and competent for the task? Berwick appealed to doctors' and nurses' desire to save lives; Sternin appealed to Moms' desires for healthy kids.

SHAPE THE PATH



TWEAK THE ENVIRONMENT

The Fundamental Attribution Error leads us to blame people when we could be changing behavior by smoothing the path. Amanda Tucker became a better manager by changing the layout of her office.

BUILD HABITS

The Elephant and Rider don't have to fight when something becomes habitual. Action triggers—picturing where and when some action will occur—helped students meet a deadline and surgery patients recover. Having a 5-point "central line" checklist helped doctors execute flawlessly what they already knew to do, it saved millions of dollars and 1500 lives.

RALLY THE HERD

People follow the lead of others, particularly at times of change when situations are new or ambiguous. Hotel towel reuse went up dramatically when people were told that others like them were already recycling. Free spaces protect fans of change when they are in the minority.

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